

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

Pan-Africa Youth Leadership Program

ECA/PE/C/PY-13-44-OY-B

Office of Citizen Exchanges

Youth Programs Division

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by the Youth Programs Division for the FY13 Pan-Africa Youth Leadership Program. The proposal must conform to the RFGP, the guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). An application not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying RFGP, the RFGP is to be the dominant reference.

This document not only provides guidance for the preparation of a proposal for the Pan-Africa Youth Leadership Program, but also establishes guidelines for the implementation of the cooperative agreement.

I. STATEMENT OF WORK

The Bureau of Educational and Cultural Affairs (ECA) and the Public Affairs Sections (PAS) of the U.S. Embassies in countries of Sub-Saharan Africa are supporting the participation of secondary school youth and adult educators in intensive, substantive three-week exchanges in the United States. The primary program themes include civic rights and responsibilities, leadership development, respect for diversity, and community engagement. The students and educators will participate in a variety of activities, including interactive workshops, community service activities, meetings with community leaders, and discussion groups, among others, and will have opportunities for substantive interaction with each other and their American peers. The award recipient must demonstrate creativity and flexibility in its program planning.

The responsibilities of the award recipient for each project will be the following:

1) Preparation

- a) In collaboration with PAS, provide exchange participants with program information and pre-departure materials, and gather information about their specific needs.
- b) Hire and train staff, as needed, to accompany participants during the exchange period. Criminal background checks, including a search of the Department of Justice's National Sex Offender Public Registry, must be conducted for all program staff.
- c) Make housing arrangements. Carefully recruit, screen, and select diverse local host families to offer homestays (lodging and meals) to the participants for the majority of the exchange period. Criminal background checks like those conducted for staff must be completed for members of host families (and others living in the home) who are 18 years or older. Monitor housing arrangements to ensure the health and safety of participants.

- d) Design and conduct an orientation(s) for participating organizations, staff, and those individuals participating from the U.S. host communities (including host families) to the program goals and to the visitors' cultures and sensitivities.
- e) Arrange participants' international and domestic travel (complying with the Fly America Act).
- f) Arrange for ground transportation, group meals, and the pocket money disbursement.
- g) Enroll participants in the Bureau's Accident and Sickness Program for Exchanges (ASPE) health benefits plan for the duration of the exchange, and assist with claims as necessary.
- h) Make arrangements for interpreters, as needed.

2) Exchange Activities

- a) Design, plan, and implement an intensive and substantive three-week exchange program on the stated themes. The program should be somewhat flexible, as the proposed exchange dates may be adjusted in accordance with embassy recommendations once the award has been made. Exchange activities must promote program goals. Activities will be school and community-based, as appropriate to the project. Recruit local peers to engage in activities with the exchange participants.
- b) Provide opportunities for the adult participants to work with their peers and other professionals, volunteers, and youth advocates with whom they can discuss the support of youth development.
- c) Arrange appropriate community, cultural, social, and civic activities.
- d) Engage participants in at least two community service activities during the exchange. The program should provide context for the participants – identifying community needs, volunteerism, charitable giving, etc. – and a debriefing so that the service activity is not an isolated event and helps participants see how to apply the experience at home.
- e) Provide day-to-day monitoring of the participants' well-being and prevent and deal with any misunderstandings or adjustment issues that may arise in a timely manner. Inform ECA and PAS about any significant health or safety issues affecting program participants.
- f) Conduct a welcome orientation for participants upon their arrival in the United States to review program goals, objectives, and expectations.
- g) Conduct a closing session to summarize project activities, prepare participants for their return home, and plan for the future.
- h) Arrange a short, substantive visit to Washington, D.C. during the exchange period, which should include a meeting with Department of State representatives.

3) Follow-on activities

- a) Provide guidance and support to the participants to facilitate the implementation of follow-on projects that reinforce values and skills imparted during the exchange program and help participants apply what they have learned to serve their schools and communities.
- b) Present creative and effective ways to address project themes, for both program participants and their peers, as a means to amplify program impact.

- c) Plan, organize, and manage, in consultation with U.S. Embassies, follow-on activities that foster continued engagement among the participants.
- d) Support alumni in making presentations or preparing articles to share their experiences once they return home.
- 4) Design and implement an evaluation plan that assesses the program's impact.
- 5) Work in consultation with ECA and PAS in program implementation, provide timely reporting of progress to ECA and PAS, and comply with financial and program reporting requirements.
- 6) Manage all financial aspects of the program, including management of sub-award relationships with partner organizations.

The responsibilities of the Department of State will be the following:

- 1) Provide advice and assistance in the execution of all program components.
- 2) Manage overseas participant recruitment and selection, provide pre-departure briefings, and oversee follow-on activities in coordination with the award recipient.
- 3) Issue DS-2019 forms and J-1 visas. All foreign participants will travel on a U.S. Government designation for the J Exchange Visitor Program.
- 4) Facilitate interaction within the Department of State, to include ECA, the regional bureau, and overseas posts.
- 5) Arrange meetings with Department of State officials in Washington, D.C., as appropriate, and the participating countries.
- 6) Approve all program materials, including publicity materials and the schedule of activities.
- 7) Monitor and evaluate the program, through regular communication with the award recipient and possibly one or more site visits.
- 8) Perform an annual performance evaluation/review. Satisfactory performance is a condition of continued administration of the program and execution of all option years.

II. PROGRAM SPECIFIC GUIDELINES

Participant Selection: The Public Affairs Sections (PAS) at the U.S. Embassies in participating countries will recruit, screen, and nominate foreign participants. ECA will make the final participant selections.

Participants: The youth participants will be students between the ages of 15 and 18 who: (1) have demonstrated leadership aptitude, and an interest in community service and the project themes; (2) exhibit flexibility, maturity, integrity, good social skills, and open-mindedness; and (3) have the motivation necessary to be active and successful exchange participants.

The delegation will also include a small number of adult participants who are teachers, trainers, or community leaders who work with youth; exhibit maturity and open-mindedness; are supportive of the teenage participants; and will remain in positions of influence on young leaders. The adults are to be full exchange participants, but they will also serve as chaperones (including serving as flight chaperones to shepherd youth participants through airports).

The composition of each exchange delegation will vary depending on which embassies nominate candidates. The Program Office will determine the composition of each delegation in terms of countries and participant numbers, in consultation with U.S. Embassies and the Bureau of African Affairs.

All participants of the English language exchanges are expected to be proficient in English. French language exchanges must include French language interpretation.

International Travel: The applicant should detail in its proposal a plan for making the participants' international travel arrangements, in consultation with participating embassies, and include appropriate costs in the budget. (Please see budget guidance in the instructions for Tab D of the proposal below). The proposal should also include the proposed dates of each exchange. Once the cooperative agreements are awarded, the award recipients will consult with PAS and ECA on specific exchange dates and share itineraries with ECA and PAS for approvals as travel dates draw closer.

Pre-departure Orientation: PAS staff will provide participants with a pre-departure orientation, reviewing the details of the program, cross-cultural issues, and travel and financial matters. The award recipients will provide pre-departure materials and information about the U.S. program electronically in support of this orientation prior to the participants' departure from home. In any country where the award recipient has its own staff or the staff of an established partner organization available, they may work out orientation arrangements with the Embassy on a country-by-country basis.

U.S. Program: The program should consist primarily of interactive activities, practical experiences, and other opportunities that provide an introduction to the civic, cultural, and educational institutions of the United States. Activities should use hand-on methods to help the participants learn about the fundamentals of civil society and community engagement, build their leadership skills, and develop similar activities for their peers back home. ECA urges applicants to present innovative, resourceful, and effective programming ideas. Applicants should justify their choices by explaining how their program plan will meet the stated goals.

The activities could include a mix of workshops or training sessions, simulations and role-playing, teambuilding exercises, case studies, volunteer service, leadership training, meetings, classroom visits, site visits, and social time among peers. Many of these should be planned in conjunction with participation in school and community activities in a way that is educational both for the exchange participants and their hosts/peers. Exchange participants should not attend classes in a school for more than a few days. All programming should include American participants wherever possible. For French language exchanges, classroom activities may include visits to high school French language classes, as an example. Cultural and recreational activities will balance the schedule.

The adult participants will have many program elements in common with those provided for the students and will also have some activities designed just for them to help them foster youth

leadership and civic education programs at home. Their shared experiences with the students will allow them to serve as adult advocates for the alumni once they have returned home. Although some of their activities will overlap with the students, the educators should have some opportunities to work with their American peers to discuss civic education curricula, extracurricular youth leadership activities, volunteerism, civic participation activities for youth, and the organization and management of youth activities. Proposals should include examples of activities geared specifically to the adult participants.

Examples of the kinds of program activities that may be included are:

- Community service/volunteer activities
- Peer training/education workshops
- Teambuilding exercises
- Leadership development with workshop trainers or organizations
- Meetings with government, community, and business leaders
- Computer training that emphasizes research, critical thinking, and analysis, and the use of the computer and Internet as resources in education and business
- Exercises related to increasing tolerance and developing strategies for future collaboration and cooperation among participants
- Dialogues, simulations, role plays and other activities aimed at helping participants articulate their thoughts about the project's themes
- Visits to historical sites, government and community centers, museums and landmarks that combine learning about principles of government, history, and society with tourism
- Sports, drama, fine arts, musical and other extracurricular activities which provide opportunities for participants to work and play together.

The award recipients will conduct a welcome orientation for the participants upon arrival in the United States to introduce them to the program and the community. Exchanges will end with a closing session that focuses on summarizing the experience, finalizing action plans for activities at home, and preparing for re-entry. The participants should be encouraged and assisted with developing projects to implement on their return home. The ideas and plans should spring from the participants, but the project staff should be prepared to assist and direct the participants in developing these plans both during the exchange and the follow-on period.

Sites: The delegations should spend time in no more than two or three locations (including Washington, D.C.) so that the participants have time to familiarize themselves with a community. Applicant organizations should describe the rationale for their location selections. ECA encourages applicants to consider proximity to sites of historical or cultural interest, access to organizations that can conduct appropriate workshops, and representation of the United States' diversity.

Accommodations: Homestays with local families must be arranged for the majority of the exchange period. By spending much of the exchange in the homestay, the participants get to

know an American family and to experience daily life in the United States. If the exchanges are not conducted in English, the award recipients should plan to place the participants in host families where at least one member speaks French. Short stays in a dormitory, hotel, or other housing with appropriate adult supervision is an acceptable arrangement for other segments of the program, such as the welcome orientation, the closing session, or special workshops, but these should not overtake time in the homestay.

The award recipients will be responsible for recruiting, screening, and selecting local host families as well as providing the families with an orientation prior to their exchange participants' arrival which emphasizes the program's goals. Screening needs to include a visit to the home to meet all members of the household to ensure that the host family is capable of providing a comfortable and nurturing home environment. Criminal background checks, including a search of the Department of Justice's National Sex Offender Public Registry, must be conducted for members of host families (and others living in the home) who are 18 years of age or older. The orientation will provide families with detailed information on the exchange program, the parameters of their participation, duties and obligations, and information on cultural differences and practices.

ECA encourages diversity in host family recruitment and selection. Host families may represent diversity in family size and structure, race and ethnicity, socio-economic status, religion, and geography. While exchange participants may share a room with someone of a similar age and the same gender, they must have their own beds. Participants may be placed with host families as singles or in pairs. Host families need to have adequate financial resources to undertake hosting obligations. U.S. host families may not receive any compensation, monetary or otherwise, for hosting.

Applicants should clearly describe the host family recruitment, screening, and selection process, the host family orientation, and staff supervision of participants during the exchange in the proposal narrative or appendices.

Follow-on Activities: Alumni activities are an important part of ECA's exchange programs. African participants should return to their home communities prepared to conduct projects that serve a need in their schools or communities. The applicant should develop and present a creative and detailed plan to help support and mentor youth participants in their follow-on project implementation. This may include providing materials, serving as a resource or advisor, and/or collaborating with the embassies and adult participant alumni to help nurture on-going contact with the participants. Continued engagement among the participants, in the form of seminars, newsletters, and online platforms serves to maximize and extend the exchange program's benefits. Internet-based correspondence and project activity may not be possible in all areas, but should be facilitated for those who do have access, in part through the utilization of the State Alumni (alumni.state.gov) and ExchangesConnect (connect.state.gov) websites.

All alumni contact information gathered by the award recipients on behalf of this program must be made available to the Department of State. Please refer to the Proposal Submission

Instructions (PSI) for additional guidance.

Evaluation: The Government Performance and Results Act (GPRA) of 1993 requires that federal agencies measure the results of their programs in meeting performance goals. The proposal should demonstrate the applicant's plan to measure the long-term impact of the program to determine how the participants' attitudes and behavior have changed and to evaluate the acquisition of knowledge and skills associated with program themes.

Other Notes: The recipient organizations are responsible for all components of the program outlined in this document. In addition, the Bureau requires recipient organizations to communicate and consult with ECA and PAS on a regular basis about program activities. The organization must also inform the ECA Program Officer of their progress at each stage of the project's implementation in a timely fashion, and it must also obtain approval of any significant program changes in advance of their implementation. All materials and correspondence related to the program will acknowledge this as a program of the U.S. Department of State's Bureau of Educational and Cultural Affairs. ECA will retain copyright use of and can distribute materials related to this program as it sees fit. It is the Bureau's intent to award two to three cooperative agreements for one base year plus two option years in this competition. The Bureau retains the right to exercise the option year based on successful performance of the awardees during the base year and the availability of funds.

PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. In the narrative, applicants should not only describe major program activities but also explain and justify their programmatic choices. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible. The proposal should address succinctly, but completely, the elements described below and must follow all format requirements.

The proposal should include the following items:

TAB A - Application for Federal Assistance Cover Sheet (SF-424)

TAB B - Executive Summary

In one double-spaced page with one-inch margins and in a size 11 or 12 Times New Roman font, provide the following information about the project:

- 1) Identification of the applicant and any significant partner organizations
- 2) Beginning and ending dates of the exchanges
- 3) The number of proposed exchanges (one, two, or three) and the number of participants anticipated for each exchange
- 4) The language(s) of the proposed exchanges
- 5) Proposed themes and subthemes

- 6) Nature of activity and venues
- 7) Anticipated outcomes
- 8) Funding level requested from the Bureau, program cost, total cost-sharing from applicant and other sources

TAB C - Narrative

Within 20 double-spaced pages with one-inch margins and in a size 11 or 12 Times New Roman font, provide a detailed description of the project addressing the areas listed below. In the narrative, applicants should not only describe major program activities but also explain and justify their programmatic choices.

- 1) **Vision and Motivation:** Describe the project objectives and the desired outcomes, i.e., the knowledge, skills, and/or attitudinal changes that the participants will acquire. Also describe the applicant's motivation for applying to conduct the program.
- 2) **Participating Organizations:** Identify any partner organizations for the program, their roles, and the applicant's reasons for including them.
- 3) **Program Activities:** Describe the components of the exchanges, including project planning, orientations, manifestation of the project themes, educational activities, cultural activities, meetings, site visits, community service, and the closing session. A detailed outline of the three-week exchanges should be included as an appendix in Tab E.
- 4) **Travel, Housing, and Other Logistics:** Detail international and domestic travel arrangements; arrangements for homestays (be specific about the process), dormitory, and other housing; ground transportation; stipend disbursement; and any other relevant administrative matters.
- 5) **Participant Monitoring:** Detail how the applicant will assure the well-being, safety, and security of program participants during all stages of the program. An overview of staffing and supervision during the program should be provided.
- 6) **Follow-on Activities:** Describe a plan to provide follow-on activities to the U.S.-based project.
- 7) **Program Evaluation:** In the submitted proposal, applicants should include a plan describing how success in meeting the stated goals of the program will be measured and reported. ECA recommends that the proposal include a draft survey questionnaire or other technique.
- 8) **Diversity:** Explain how the program managers will be pro-active in supporting diversity in the selection of participants, leaders, host families, program staff, and others involved in the project as well as in program content, demonstrating how diversity can contribute to a vibrant civil society. Diversity should be defined broadly and should include geographic,

urban/rural, ethnic, racial, socio-economic, and religious diversity.

- 9) **Institutional Capacity and Project Management:** Outline the applicant organization's capacity to conduct projects of this nature, focusing on three areas of competency: provision of educational and thematic programs, age-appropriate programming for youth, and previous work in the region. Describe the program staffing (individuals by name and responsibilities), qualifications, structure, and resources. Include this information for primary partner organizations as well, and describe the division of program responsibilities between the award recipient and the partner organization(s).
- 10) **Work Plan/Schedule:** Outline the phases of the project planning and implementation for the entire award period. Provide a draft schedule of daily activities of the exchanges in an appendix.
- 11) **Option Year:** Applicants should provide a brief commitment to implement the program for the base year, plus two additional option years, pending successful program performance and availability of funds.

TAB D - Budget Submission

Total funding for the project is approximately \$1,200,000, pending the availability of funds. ECA anticipates awarding two to three cooperative agreements to U.S. organizations. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds.

The available funding may be used to support the program and administrative costs necessary to implement the program as described in this solicitation. Please submit a comprehensive line item budget, as stated in the Proposal Submission Instructions (PSI). An explanatory budget narrative must also be included. For clarification, an applicant may provide separate sub-budgets for each program component, phase, location, or activity.

Allowable program costs include, but are not limited to, the following:

- Staff travel
- Educational materials
- Participant travel (international airfare, domestic travel within the United States, and local ground transportation)
- Orientations
- Cultural and social activities
- Meeting costs
- Honoraria
- Lodging, when not in home stays
- Food (primarily group meals when not in homestay)
- Interpreters for French language projects
- Follow-on activities

- Evaluation
- Pocket money for participants' incidental expenses
- Other justifiable expenses directly related to supporting program activities

Important: Applicants should anticipate hosting delegations that will comprise 18-30 participants from at least four countries. The size of the delegations may vary in size depending on the number of participating countries and candidates that are nominated and selected for each country cohort. A typical delegation may be approximately 24 participants.

Significant cost-sharing is expected and will enhance the proposal. Host families must be voluntary; payment to host families is not allowed as an award-funded or cost-share item. While there is no rigid ratio of administrative to program costs, the Bureau urges applicants to keep administrative costs as low and reasonable as possible. Proposals should show strong administrative cost-sharing contributions from the applicant and other sources.

In order to budget for international airfare from countries that are not yet identified, please estimate an average cost of approximately \$3,000 per round-trip airline ticket between the United States and participating African countries. Please keep in mind when budgeting that the typical delegation may be approximately 24 participants.

Maximum limits on funding are as follows: Books and educational materials allowance-\$100 per participant; Conference room rental costs-\$250 per day per room; Consultant fees and honoraria-\$250/day; Cultural allowance-\$150 per participant; Per diem-standard government rates; Evaluation costs- 3% of the cooperative agreement. Organizations are encouraged to cost-share any rates that exceed these amounts.

Please note that the U.S. Embassies in the participating countries will cover recruitment and selection costs, pre-departure orientation expenses for participants, passport and visa fees, and a travel allowance. Exchange participants will be enrolled in the Bureau's Accident and Sickness Program for Exchanges (ASPE) to provide them with health benefits during the exchange. This cost does not need to be included in the budget. More information on ASPE is available at <http://www.usdos.sevencorners.com>.

Please refer to the PSI for allowable costs and complete budget guidelines and formatting instructions.

TAB E

- *Letters of commitment.* Include pledges to participate in the program's implementation from significant partner organizations and/or affiliates, including any organization receiving a sub-award. Letters from elected officials are not recommended.
- *Resumes* of all program staff should be included in the submission. No one resume should exceed two pages.
- *Attachments/appendices, including proposed project itinerary.* Please limit to those

materials essential for understanding the proposed program such as a draft schedule, or revised application forms, or evaluation questionnaires. Appendices should illuminate the proposed projects and ideas in the proposal narrative. Attachments should not exceed 20 total pages.

TAB F

- 1) SF-424B, "Assurances - Nonconstruction Programs."
- 2) First time applicant organizations and organizations which have not received an assistance award (grant or cooperative agreement) from the Bureau during the past three (3) years, must submit as an attachment to this form the following: (a) one copy of their Charter OR Articles of Incorporation; (b) a list of the current Board of Directors; and (c) current financial statements. Note: The Bureau retains the right to ask for additional documentation of those items included on this form.
- 3) **Please note:** Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.

Those who do not file IRS Form 990 must submit information above in the format of their choice.

In addition to final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their program activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one-page description of program activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

- 4) Include other attachments, if applicable, i.e. the SF-LLL form, etc.

APPLICATION SUBMISSION

Please refer to Section IV.3F of the RFGP document for specific information regarding the application deadline and methods of submission. There are NO EXCEPTIONS to this deadline.

For further information regarding the Pan-Africa Youth Leadership Program, please contact Sarah Shields, Program Officer, Youth Programs Division, at (202) 632-9261; e-mail:

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